

>> City of Asheville

STRATEGIC PLAN
2010-11



■ The City of Asheville will offer a standard of living that is affordable and attainable for people of all incomes, life stages and abilities.



>>Affordable:

■ **Goal: Hold the line on taxes and support tax and fee relief.**

Objectives & Action Items

- Improve the affordability of water and stormwater utility rates for residential customers and ensure effectiveness and value for fees charged.
- Explore opportunities to enhance affordability by reducing utility costs through innovative energy efficiency financing programs.
- Enhance the affordability of Asheville

Transit's bus pass program.

■ **Goal: Create and preserve affordable rental and home ownership opportunities in Asheville so that all citizens have access to safe, sufficient and affordable housing.**

- Implement reforms to Unified Development Ordinance to encourage affordable housing development; utilize zoning where possible to encourage and align affordable housing with transit.
- Explore opportunities for public/private partnerships and innovative financing

mechanisms to incentivize affordable housing development.

- Support the Housing Authority to develop a comprehensive plan for public housing; continue to pursue redevelopment of public housing with a HOPE IV-type project.
- Support initiatives to end chronic homelessness in Asheville with an emphasis on the Housing First philosophy.
- Continue to provide funding for affordable housing development loans through the Housing Trust Fund.

■ The City of Asheville will support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns.



>>Fiscal Responsibility:

■ **Goal: Operate the City of Asheville to the highest levels of fiscal responsibility.**

- Identify resources for strategic initiatives and create meaningful performance measures for programs and services.
- Sustain a healthy Fund Balance in accordance with recommended State standards; revisit Asheville's Fund Balance policy.

■ **Goal: Explore alternatives for enhancing**

the city's long-term financial commitment to master plan implementation, infrastructure maintenance, capital improvements, and public facilities.

- Leverage internal and external partnerships for pursuing capital improvements and infrastructure projects.
- Review analysis of revenue streams to identify opportunities for revenue diversification.

- Explore feasibility of a bond program now or in future years; learn more about financing options outside of a property tax increase.
- Seek efficiencies in master plan implementation by identifying plan interdependencies, funding sources and key partnerships.
- Continue to proactively pursue funding opportunities with state and federal economic stimulus packages.

■ Asheville will be the southeastern leader in clean energy and environmental sustainability.



>>Green & Sustainable:

■ **Goal:** *Set and develop a plan for implementing a community energy reduction goal.*

- Work with regional partners to create incentives for green building, energy conservation and energy independence.
- Expand community education programs

including climate awareness, water conservation, recycling, stormwater, and sustainability.

- Integrate and implement a multi-modal transportation plan including sidewalks, bike paths, signal preemption, transit, greenways, and other system improvements resulting in a funding priority list.

■ **Goal:** *Take the City of Asheville's sustainability program to the next level.*

- Identify strategies and costs for increasing the city's annual energy reduction goal to 4 percent.
- Implement ways to reduce city-wide solid waste.

■ Asheville will support a dynamic and robust local economy with balanced and sustainable growth.



>>Job Growth & Community Development:

■ **Goal:** *Create more collaborative and effective working partnerships between the City of Asheville, the business community, and other key organizations to effectively manage the city's regulatory environment while accomplishing economic development goals.*

- Support diversified job growth and small business development.
- Support small business through reductions in taxes, fees, and regulations.
- Partner in regional economic development strategies, including the HUB; continue partnership in the Economic Development Coalition.
- Expand partnerships with UNC-Asheville, A-B Tech, Mars Hill College and other institutions to achieve common goals,

including health and wellness, workforce development, and sustainable economic development.

- Provide leadership in buying local products and services.
- Work cooperatively with state and county elected officials to enable the city to implement practical water system management and voluntary annexation policies.

■ **Goal:** *Support a strong local economy by continuing to implement sustainable growth and development policies.*

- Promote sustainable, high-density, infill growth that makes efficient use of existing resources.
- Support the riverfront redevelopment part-

nership and formation of a dedicated office.

- Complete the Downtown Master Plan process and begin implementation.
- Pursue models for re-formatting the Unified Development Ordinance so that it is easy to use and understand.

■ **Goal:** *Maintain Asheville's commitment to being an "employer of choice" in the region.*

- Attract and retain quality employees with an emphasis on local labor pool development opportunities and by paying sound wages and benefits.
- Enhance diversity throughout the City as an organization so that the workforce more closely resembles the community, especially in the area of public safety.

■ Asheville will be one of the safest and most secure communities when compared to similar cities.



>>Safe:

■ **Goal:** *Make Asheville the safest city in America based on approved metrics for similarly sized cities; bring benchmark metric back to City Council for approval and tracking.*

- To implement strategies to significantly improve public safety in neighborhoods in Asheville with the highest levels of crime.
- Reaffirm commitment to eliminate open air

drug markets in Asheville.

- Track and monitor performance of nuisance court.
- Support recreation and employment alternatives for youth at risk of gang exposure.
- Support the Safe Routes to School program by implementing one school this year.

■ **Goal:** *Maintain accreditation and ISO ratings of Asheville Fire & Rescue Department.*

- Develop an action plan for maintaining fire and rescue standard of cover throughout the city.
- Increase participation in state fire code inspection schedule to 90 percent.